

# Beyond the Ledger

## Cross-Functional Strategies to Reduce Scope 3 PGS Emissions

JUNE 2, 2026

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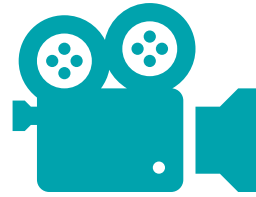


Scope 3 Webinar 2026

# Beyond the Ledger

Cross-Functional Strategies to Reduce Scope 3 PGS Emissions

## BEFORE WE BEGIN...



This webinar is being recorded and will be available following the session.



All attendees are in listen-only mode



Submit questions using at any time using the Q&A panel

# Today's Session: 75 Minutes to Actionable Progress

1

## Intro and Context

Context and scale of the challenge

2

## Framework and Methodologies

How to calculate, classify, and get started

3

## Approaches to Prioritization

Multidimensional approach to assessing actionability

4

## Peer Institution Stories

Campus perspectives

5

## Discussion

Q&A with panel and audience

6

## Takeaways and Resources

Your roadmap forward

### Learning Objectives

- » Understand the role of PGS in campus climate strategies
- » Learn the tools to map and quantify purchasing impacts
- » Identify high-impact procurement categories and opportunities for action
- » Draw practical lessons from peer case studies to inform your institution's Scope 3 strategy

01

# Introduction & Context



# Purchased Goods & Services Is Category 1 of 15 Scope 3 Categories

## Scope 1

Direct emissions  
(on-campus combustion, fleet)

## Scope 2

Indirect from energy  
(purchased electricity, steam)

## Scope 3

All other indirect  
(15 categories incl. PGS)

## Category 1: Purchased Goods & Services

Includes all upstream emissions from products and services purchased by the institution: lab equipment, IT hardware, food service, office supplies, construction materials, professional services, and more.

PGS is often the single largest source of Scope 3 emissions—spanning everything from lab supplies to IT equipment—because it captures every upstream impact of institutional purchasing decisions.

# Scope 3 PGS Emissions Represent the Largest Untapped Opportunity

# 30–50%

of total institutional GHG emissions come from purchased goods and services<sup>1</sup>

## The Current State

**Scope 1 & 2:** Well understood, solid accounting methodologies, active reduction programs underway

**Scope 3 PGS:** Less clear calculation methods, massive scale, limited educational institutional attention to date

*This session provides current thinking, best practices, and tools gathered from multiple institutions across the country.*

*The procurement challenge: Complexity, data gaps, decentralized decision-making*

# Why Is Scope 3 PGS So Hard?

## THE UNIQUE CHALLENGES OF PURCHASED GOODS & SERVICES EMISSIONS

### Data Is Hard to Find

Spending data lives in finance systems that weren't designed for emissions analysis. Vendor descriptions are inconsistent, category codes vary across departments, and many transactions lack the detail needed for accurate mapping.

### Scale Is Overwhelming

A single institution may have 10,000+ vendors and hundreds of thousands of transactions per year. Knowing where to start—and where to focus limited staff time—is a major barrier.

### Classification Is Confusing

Translating budget line items into standardized NAICS codes requires judgment. One vendor may supply products across multiple sectors, and internal codes rarely align with emission factor categories.

### Ownership Is Unclear

Procurement, sustainability, finance, and academic departments all touch purchasing decisions. No single team owns the problem, making coordination and accountability difficult.

*These challenges are real—but they are solvable. The framework in this session gives you a practical path forward.*

# 02

## Framework and Calculation Methodologies

# A Five-Step Framework: From Spending Data to Targeted Action



# Scope 3 Calculation Methodology

SAME AS SCOPE 1 & 2

$$\textit{Activity Data} \times \textit{Emission Factor} = \textit{GHG Emissions}$$

Neither the activity data or emission factors are as straightforward as  
Scopes 1 & 2

## **Calculation challenges include:**

- Acquiring and analyzing spend and activity data
- Mapping activity data to appropriate emission factor
- Improving reliability of data by engaging with suppliers

# PGS GHG Calculation Methods

## AVERAGE DATA METHODS

Method	Activity Data	Emission Factors	Source
Spend-based	\$ per commodity/sector	MT CO2e / \$ spent	EPA EEIO Database*
Activity-based	Unit (e.g., mile, gallon, or lbs)	MT CO2e / unit	National sources, LCA

## SUPPLIER-SPECIFIC METHODS

Method	Activity Data	Emission Factors	Source
Org-based	\$ spent with org	MT CO2e / \$ spent	Supplier specific
Unit-based	Units purchased	MT CO2e / unit	Supplier specific

# Average Data - Spend Based

## DOLLARS SPENT USED TO ESTIMATE GHG EMISSIONS

### How It Works

- Activity data = Dollars spent on good or service
- Purchasing data in dollars is assigned to purchasing categories based on NAICS codes
- 
- Each NAICS category has an emission factor based on USEEIO data

### Example Calculation

Your university spent **\$97,592** on Plumbing, Heating and Air-Conditioning Contractors

*NAICS Code: 238220*

USEEIO Emission Factor for 238220 = **0.245 kg CO<sub>2</sub>e/\$ spend**

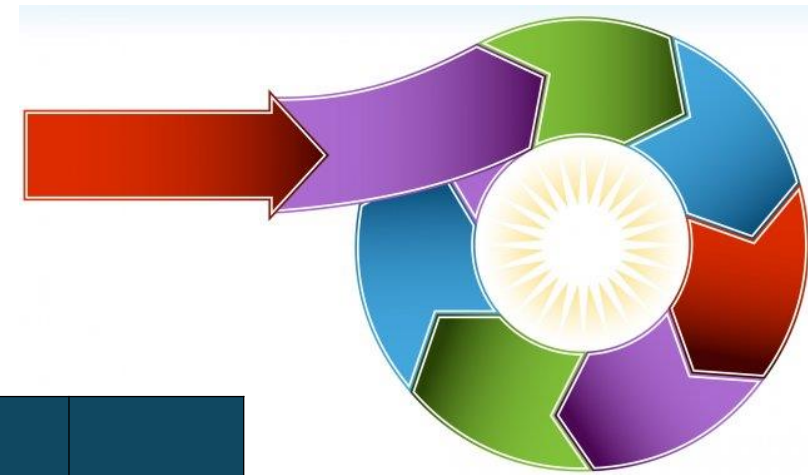
$\$97,592 \times 0.245 \text{ kg CO}_2\text{e}/\$ \text{ spend} = \mathbf{23,910 \text{ kg CO}_2\text{e}}$

# Emission Factors

## SPEND-BASED – MAPPING CATEGORIES TO EMISSION FACTORS

- MT CO2e / \$-spent
- Bridge the gap between traditional economic calculations and sustainability and environmental decision-making.
- Resource for estimating the potential environmental and economic impact associated with the production or consumption of goods and services.

## US Environmentally-Extended Input-Output (USEEIO) Models



NAICS Sector Title	Reference NAICS Code	Emission Factor (2022\$)	2023\$	2024\$
Computer and Electronic Product Manufacturing: Electronic Computer Manufacturing	334111	0.030	0.048	0.055
Professional, Scientific, and Technical Services: All Other Legal Services	541110	0.041	0.034	0.039

### Resources

- [Cornerstone Announcement](#)
- [SIMAP](#)

# Mapping Spend to NAICS Codes

## What is NAICS?

The North American Industry Classification System standardizes how economic activities are categorized. EPA emission factors are tied to NAICS codes, making this mapping essential.

## Classification Approaches

**Use NAICS codes:** Map spending categories to standardized industry codes

**Leverage AI:** Use AI tools to classify vendor/transaction descriptions

**Use a Third-party services:** Leverage external data providers for classification

## Example Mapping

Budget Line Item	NAICS	Industry
Lab Chemicals	325199	Basic Organic Chemical Mfg
Computer Equipment	334111	Electronic Computer Mfg
Office Furniture	337211	Wood Office Furniture Mfg
Food Service	722310	Food Service Contractors

# Average Data - Unit Based

## QUANTITY OF RESOURCE USED TO ESTIMATE GHG EMISSIONS

### How It Works

- Activity data = units used or purchased
- Emission factors from sources such as;
  - The EPA
  - The IPCC
  - Carbon Leadership Forum for construction materials

### Example Calculation

Your university purchased 1,250 lbs. of cheese

Emission Factor for Cheese/Dairy from IPCC = **9.5 kg CO<sub>2</sub>e/lb.**

1,250 lbs. × 9.5 kg CO<sub>2</sub>e/lb = **11,905 kg CO<sub>2</sub>e**

# Supplier-Specific – Org-Based

## ACTUAL EMISSIONS DATA FROM SUPPLIERS USED TO ESTIMATE GHG EMISSIONS

### How It Works

- Activity data = Dollars spent
- Emission factors is calculated based on supplier's GHG emissions and revenue
- $EF = \text{Supplier's total Scope 1, 2 \& 3 GHG} / \text{Supplier's total sales}$

### Example Calculation

Your university purchased \$50,000 worth of lab pipettes

Emission Factor for ThermoFisher = **0.172 kg CO<sub>2</sub>e/\$ USD Revenue**

$\$50,000 \times 0.172 \text{ MT CO}_2\text{e/M USD Revenue} =$   
**8,600 kg CO<sub>2</sub>e**

EF Source: [ThermoFisher 2024 CSR Report](#)

# Supplier-Specific – Unit-Based

## SPECIFIC EMISSION FACTOR FROM SUPPLIER USED TO CALCULATE EMISSIONS

### How It Works

- Activity data = Units purchased
- Emission factors is calculated provided by supplier for specific item or product

### Example Calculation

Your university purchased 10,000 reams of paper

Emission Factor for ream of paper = **0.99 kg CO<sub>2</sub>e/ream**

50,000 reams × 0.99 kg CO<sub>2</sub>e/ream =  
**9,900 kg CO<sub>2</sub>e**

# PGS GHG Calculation Methods

## AVERAGE DATA METHODS

Method	Activity Data	Emission Factors	Source
Spend-based	\$ per commodity/sector	MT CO2e / \$ spent	EPA EEIO Database*
Activity-based	Unit (e.g., mile, gallon, or lb)	MT CO2e / unit	National sources, LCA

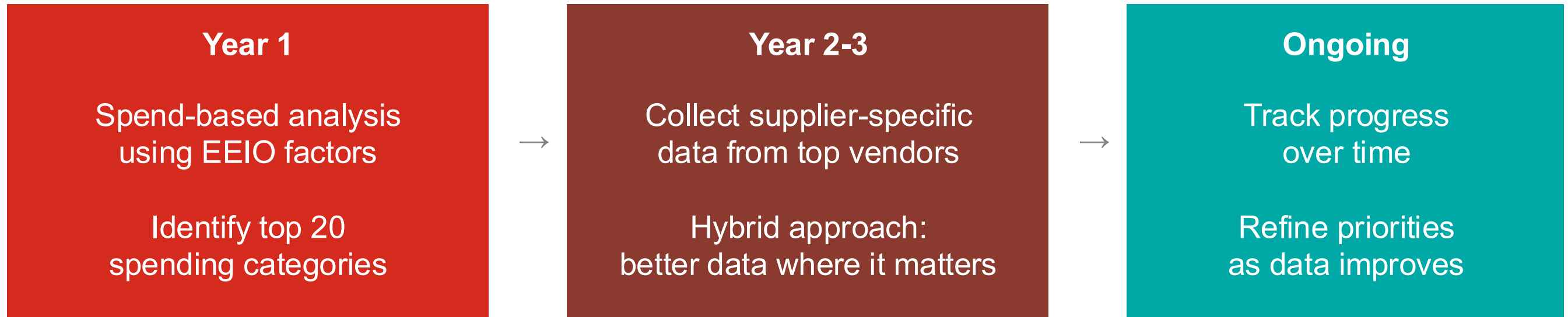
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### HYBRID METHOD

Most institutions use a hybrid—spend-based EEIO as baseline, supplemented over time with supplier-specific data for priority categories.

# Improving Data Quality Is an Iterative Process



*"We see this as an iterative process. Over time, we hope to expand the number of suppliers and products covered by more specific factors, and we're very interested in doing that collaboratively with other institutions so we're not each reinventing the wheel with the same suppliers."*

— Stanford University

[AASHE Communities of Practice](#)

03

# Approaches to Prioritization



# Prioritization Requires More Than GHG Impact Alone

A MULTI-DIMENSIONAL RUBRIC HELPS IDENTIFY WHERE EFFORT WILL YIELD THE GREATEST RETURN

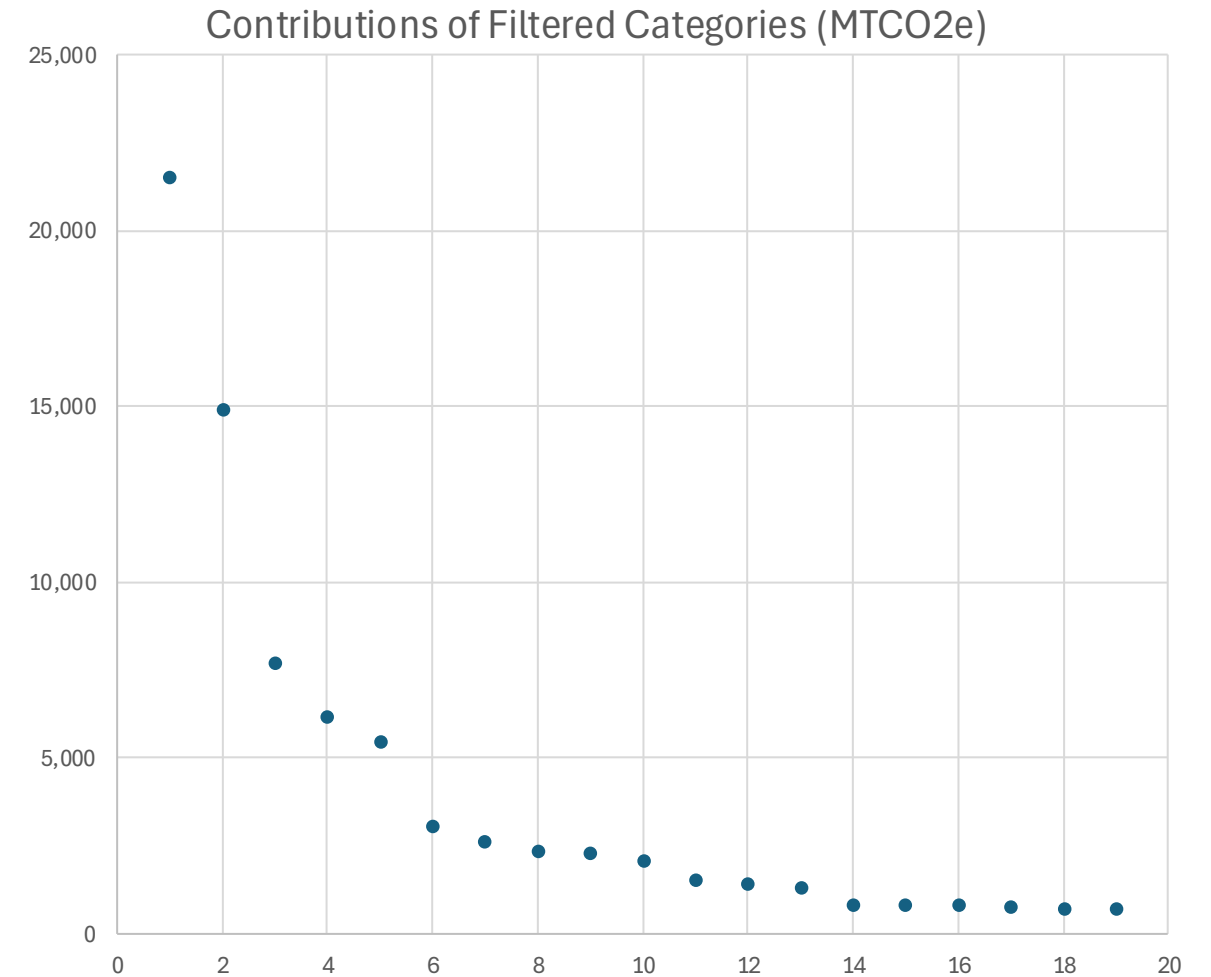
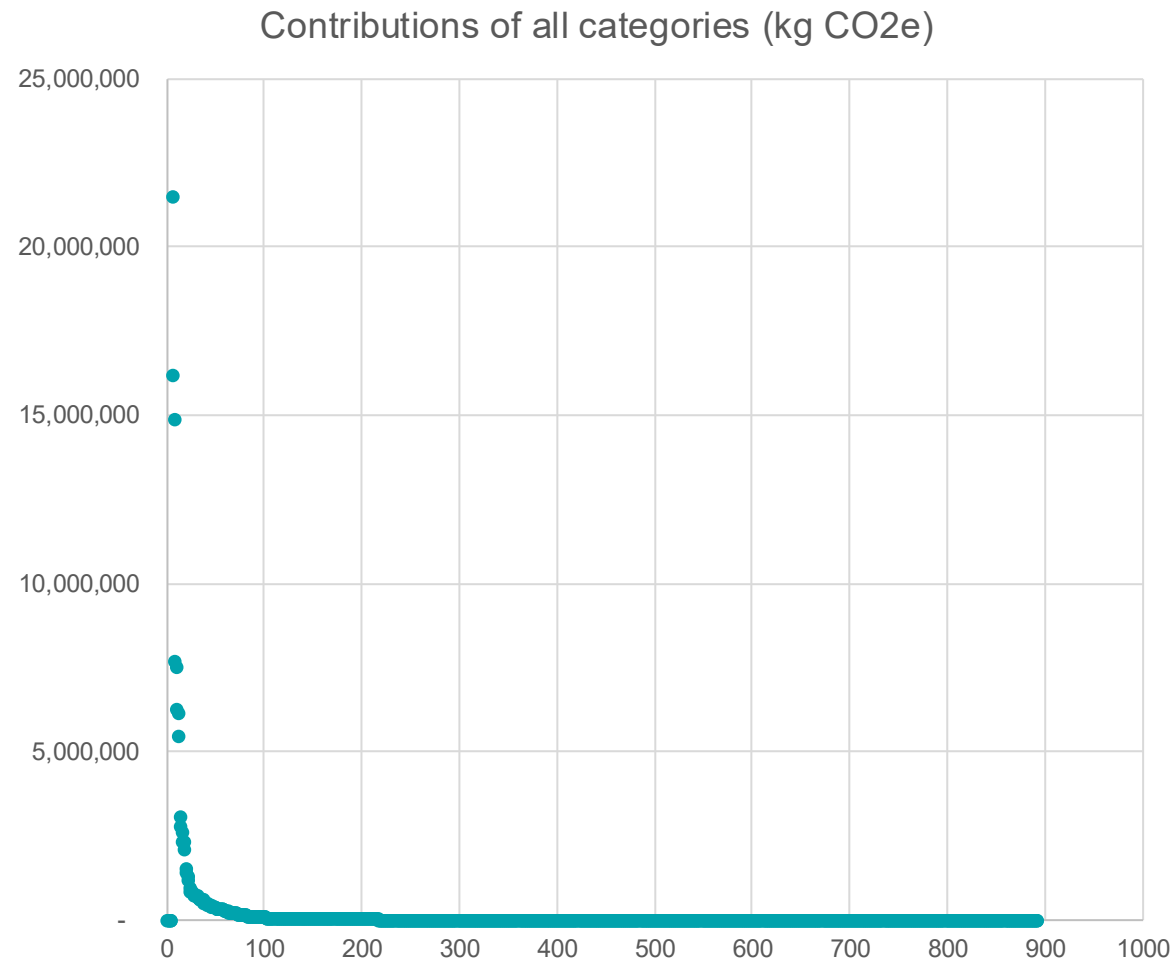


**Example:** IT Equipment may have high GHG impact but low actionability if you're locked into a multi-year contract. Food services may have moderate GHG impact but high actionability and strong co-benefits.

**The goal is not to do everything—it's to do the right things first.**

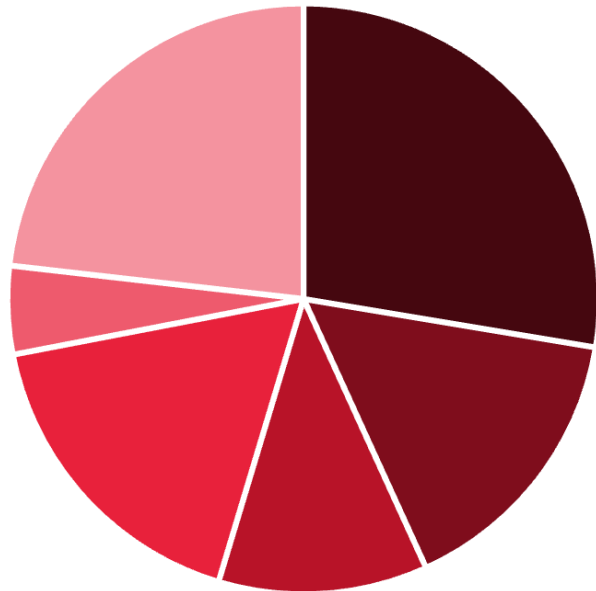
# Scope 3 Emissions Prioritization

## DISTRIBUTION OF CONTRIBUTIONS – GHG IMPACT AND SPEND CONCENTRATION



# Scope 3 Emissions Prioritization

LOOK FOR POINTS OF LEVERAGE AND ACTIONABILITY



## Key Insights

- The top four categories (Lab Supplies, IT, Food & Services and Medical Equipment and Supplies) represent nearly 2/3rds of all PGS emissions. This concentration suggests that focused efforts on these areas could yield significant impact.
- GHG impact alone doesn't determine priority. The institution must also consider actionability, contract timing, supplier relationships, and alignment with broader campus goals.

Food & Services does not lead GHG impact but may offer more immediate action opportunities than categories like IT Equipment, which often involves long-term contracts.

# Beyond Carbon: Co-Benefits & Institutional Alignment

## EXPANDING THE PRIORITIZATION FRAMEWORK

### Co-Benefits

*Impacts Beyond Emissions Reduction*

- › **Health & Safety**  
Reduced toxics, improved indoor air quality, safer materials
- › **Environmental Justice**  
Procurement choices affect communities upstream and downstream
- › **Local Economy**  
Support regional suppliers, create local jobs, strengthen community ties
- › **Food Security & Waste**  
Partner with food banks, reduce waste, address campus food insecurity

### Institutional Alignment

*Connection to Campus Mission & Strategy*

- › **Mission Integration**  
Link to teaching, research, and service goals of the institution
- › **Existing Initiatives**  
Amplify current programs rather than create new work streams
- › **Living Lab Opportunities**  
Engage students and faculty in real-world research and capstone projects
- › **Policy & Reporting Synergy**  
Support STARS, climate plans, and strategic sustainability goals

# Purchased Goods & Services Emissions Reduction Framework

## EXAMPLE ROADMAP

### 1 Governance

1.1 Establish Cross-functional Team	1.2 Adopt Feedback Loops <b>S</b>	1.3 Identify & Engage Leadership
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### 2 Data Collection & Quality

2.1 Baseline Inventory <b>S</b>	2.2 Classify Categories & Identify Vendors <b>S</b>	2.3 Engage Suppliers <b>S</b>
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### 3 Prioritization & Action

3.1 Determine Impacts & Levers <b>S</b>	3.2 Organize Priority Areas	3.3 Identify Actions for Change <b>S</b>
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### 4 Education & Engagement

4.1 Trainings & Communications	4.2 Pilot Programs <b>S</b>	4.3 Celebrate Wins
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### 5 Accountability

5.1 Annual Accounting & Reporting <b>S</b>	5.2 System Updates	5.3 Goal Setting <b>S</b>
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04

# Peer Institution Stories



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# **From Inventory to Impact: Building System-Wide Engagement on Procurement Practices at UC Health**

**Scope 3 PGS Emissions Webinar**

**June 2026**

UNIVERSITY OF CALIFORNIA  
**HEALTH**



# University of Washington Perspective

*Marilyn Ostergren | Energy and Sustainability Specialist, UW Sustainability*

» **UW's journey with Scope 3 accounting**  
(The messy process and telling the story)

» **Collaboration between sustainability and procurement**  
(Value Analysis Portfolio Manager + Vizient)

» **Specific category or supplier success story**  
(Cool Food Challenge, student capstone)

» **What would we do differently?** (Relationship and process-building)

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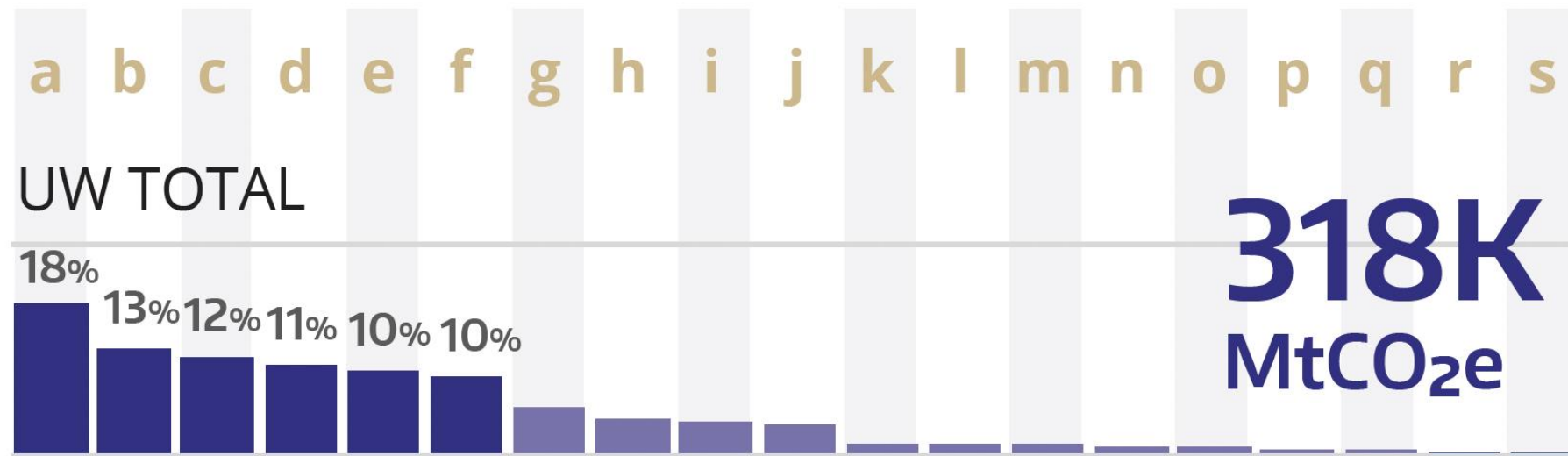
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## EMISSION PROFILES

NAICS categories

(North American Industry Classification System)



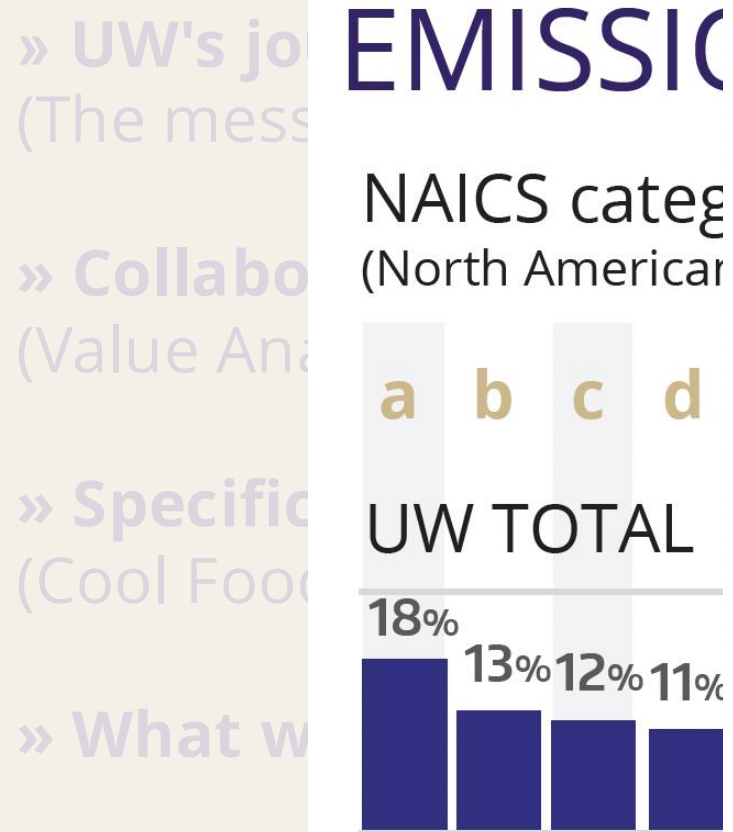
## NAICS CATEGORIES

The descriptions below apply provide more context for the data in figure 19:

**a: Professional, Scientific, and Technical Services** (legal, accounting, architectural, engineering; computer services; photographic services, etc.)

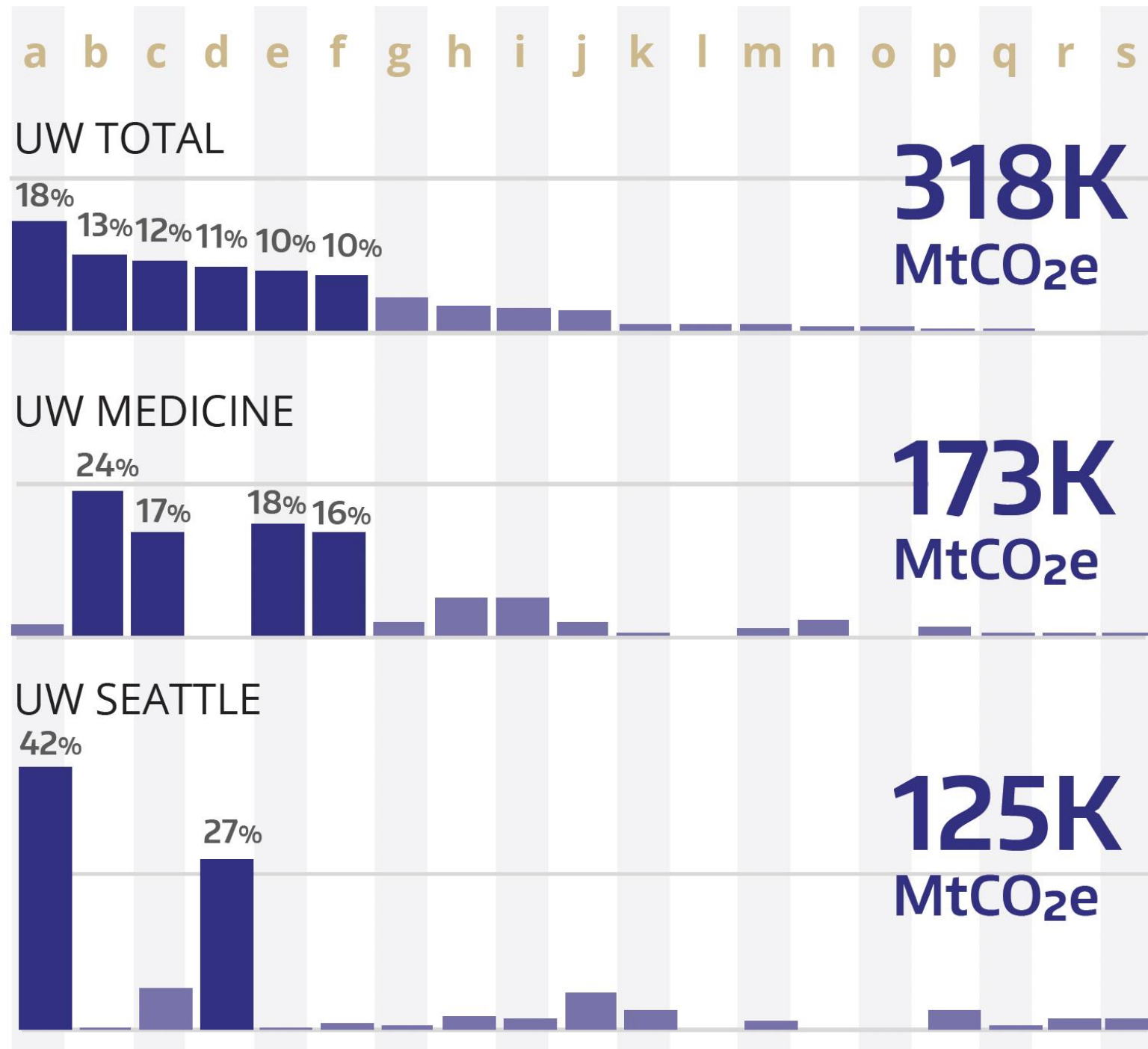
**b: Manufacturing - Metals, Machinery, Electronics, Misc** (mechanical, physical, or chemical transformation of materials, substances, or components into new products)

**c: Manufacturing - Wood, Paper, Petroleum, Chemicals** (mechanical, physical, or chemical transformation of materials, substances, or components into new products)



# NAICS categories

(North American Industry Classification System)



Over 75% of **UW Medicine** purchase emissions are associated with 4 categories that are almost entirely absent in the other units: Manufacturing (prostheses, surgical supplies, drugs, pharmaceuticals), Retail Trade (pharmacy), Transportation and warehousing (flight costs of equipment return).  
*Just 1% of UW Medicine's expenditure had no assigned code.*

**UW Bothell** and **UW Tacoma** have similar profiles. For both, emissions are resulting from professional services: software purchases, contracted maintenance and repair, and "non-capitalized" equipment (equipment purchased by units as opposed to equipment purchased at the university level for things like land and buildings).  
 The one notable difference between UW Bothell and UW Tacoma is that Bothell has substantial emissions associated with construction.  
*20% of Tacoma and 13% of Bothell's expenditure had no assigned code.*

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## **COST** PROPORTION OF DOLLARS SPENT IN 2022

## **GHG EMISSIONS** PROPORTION OF FROM FOOD CATEGORY (2022)

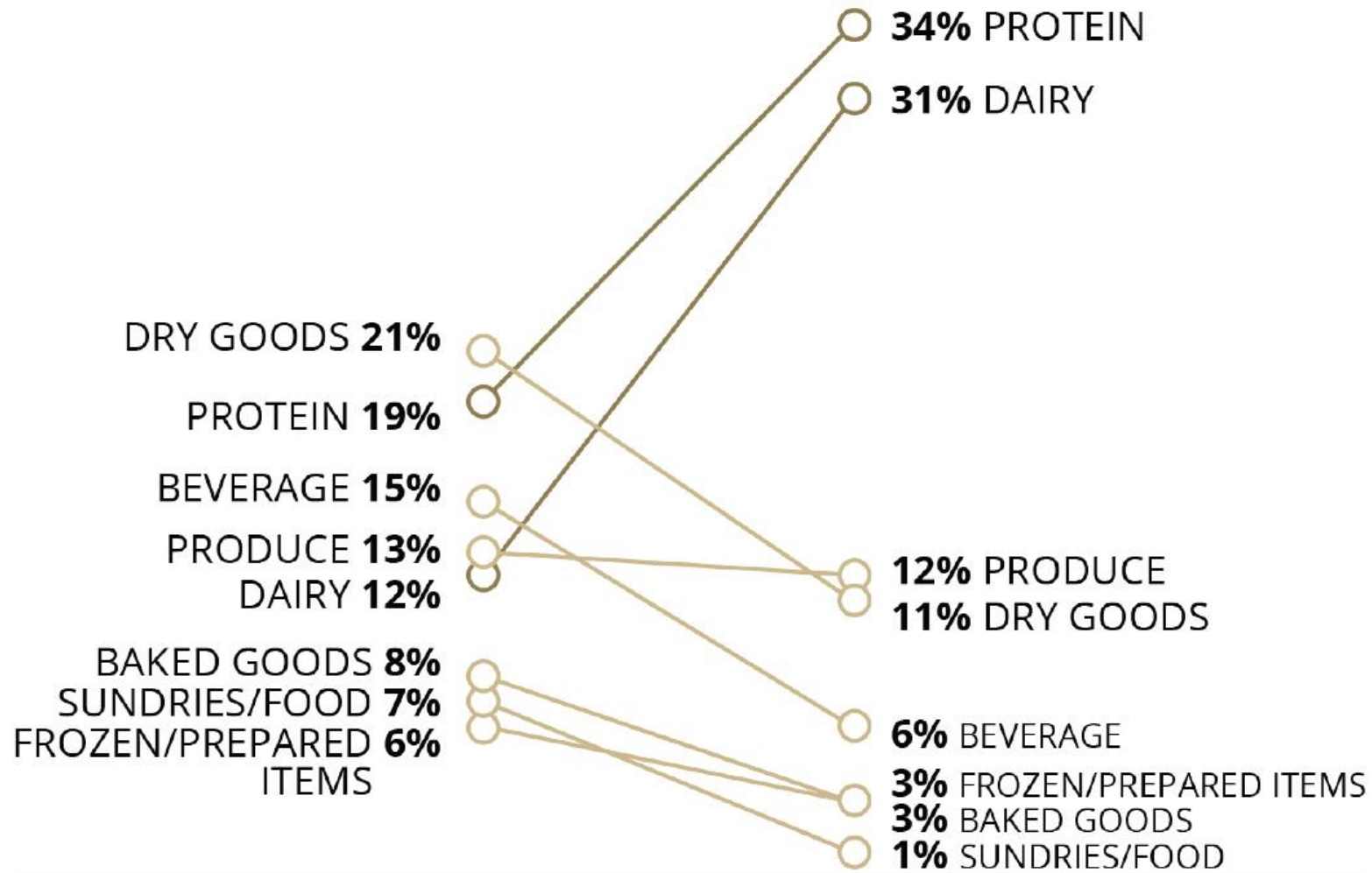


Figure 20. Cost-to-emissions ratio for each food category

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» **What would we do differently?** (Relationship and process-building)



## Insights to support your environmentally sustainable supply chain

Our industry leadership is bolstered by the expertise of many experienced Vizient sustainability professionals, who frequently write and speak publicly about environmentally preferred purchasing issues. [More from the Vizient Newsroom.](#)

- [Vizient Podcast: Go Green: Why Your Healthcare System Should be Engaged in Environmental Sustainability | Knowledge on the Go \(podbean.com\)](#)
- [Forget Recycling Old Ideas — Vizient’s Environmental Sustainability is All About Bold New Strategies](#)
- [News release: Vizient joins White House pledge to decarbonize health care sector](#)
- [Vizient Vulnerability Index™ Provides Revelatory Connections Between Environmental Impacts and Social Drivers of Health \(vizientinc.com\)](#)
- [Health Care Sustainable Procurement: toxic-free health care begins with the supply chain](#)
- [Strategies to leverage health care purchasing power toward sustainability and a healthier future](#)
- [The Future of Sustainable Procurement in Healthcare](#)
- [Environmentally Preferred Purchasing Dashboard is, Naturally, a Perfect Solution for Sustainability Insights](#)
- [Vizient expands portfolio to help reduce carbon intensity of built environments](#)

## Eco-friendly product attributes

We collaborated with our Environmental Advisory Council to identify and define 23 environmentally preferred product attributes to help the entire healthcare industry standardize. Request a copy of the attribute definitions below.

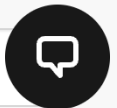
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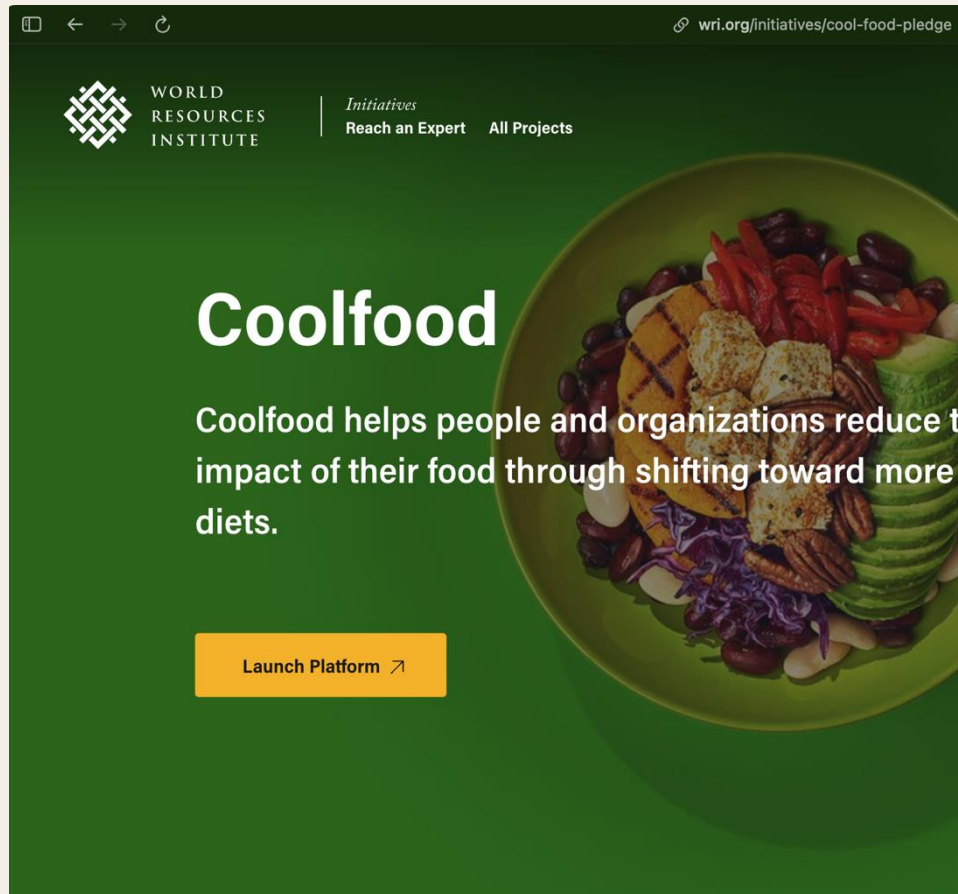
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Marilyn Ostergren | Energy and Sustainability Specialist



WORLD RESOURCES INSTITUTE

Initiatives  
Reach an Expert All Projects

## Coolfood

Coolfood helps people and organizations reduce the impact of their food through shifting toward more diets.

[Launch Platform ↗](#)



### REPORT

# The food service playbook for promoting sustainable food choices

Daniele Pollicino, Stacy Blondin, and Sophie Attwood

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# Methodology for Applying Prioritization Framework

## UW-MADISON ANALYSIS

Category	GHG%	% Emissions from Top 3 Vendors	Emissions related to top vendors
Laboratory Equipment, Supplies, and Services	23.0%	21%	4.8%
Food, Equipment, and Related Services	13.4%	68%	9.1%
Computers, Software, Supplies, and Services	6.5%	43%	2.8%
Medical Equipment, Supplies, and Services	5.2%	53%	2.8%
Building Equipment, Supplies, and Services	4.0%	20%	0.8%
Paper, Printing Equipment, and Related Products and Services	2.5%	32%	0.8%
Hardware, Related Equipment, and Services	2.2%	50%	1.1%
Administrative, Financial, and Management Services	2.0%	63%	1.3%
Trades: Electrical, Engineering, HVAC, Plumbing, & Welding	1.8%	49%	0.9%
Transit Equipment and Related Services	1.8%	60%	1.1%
Furniture and Related Services	1.7%	38%	0.6%
Sporting, Athletic, and other Outdoor Equipment and Services	1.3%	44%	0.6%
Maintenance and Repair of Equipment	0.9%	22%	0.2%
Janitorial and Cleaning Equipment, Supplies, and Services	0.8%	38%	0.3%
Communication Equipment and Services	0.8%	26%	0.2%
Public Works, Park Equipment, and Construction Services	0.7%	53%	0.4%
Higher Education	0.7%	46%	0.3%
Office Supplies, Related Items, and Services	0.6%	72%	0.4%
School and Library Equipment, Supplies, and Services	0.5%	32%	0.2%
Agricultural Equipment and Related Products and Services	0.5%	18%	0.1%

# Engagement Models

## POTENTIAL OPTIONS TO REDUCE SCOPE 3 EMISSIONS

### SUPPLIER ENGAGEMENT

#### Top Vendors

1. Laboratory Equipment, Suppliers, and Services
2. Food Equipment and Related Services
3. Computers Software Supplies and Services
4. Medical Equipment Supplies and Services

**STARS: OP 10 (prioritizing items that meet certain sustainability certs and standards)**

### PURCHASING TEAM ENGAGEMENT

#### Related to UW/DOA Contracts

1. Cleaning Agents
2. Laboratory Equipment, Supplies, Consumables, and Maint.
3. Cafeteria and washroom paper products
4. Automotive Contracts, Tires, Tubes, and Services, Motor Fuels
5. Statewide Flooring
6. Asphalt Repair and Services

**STARS: OP 9 - Supplier code of conduct, RFP criteria**

### INFLUENCING PURCHASERS

#### Shop UW Platform-Related

- Staff Trainings
- Enhancements to improve visibility of sustainable products.

**STARS: OP 10 - Filters / tags for sustainable vendors**

**Involve students!**  
**Track and Report**



Stanford's Responsible Purchasing Program  
Moira Zbella, *Director of Responsible Purchasing*

# What is responsible purchasing?

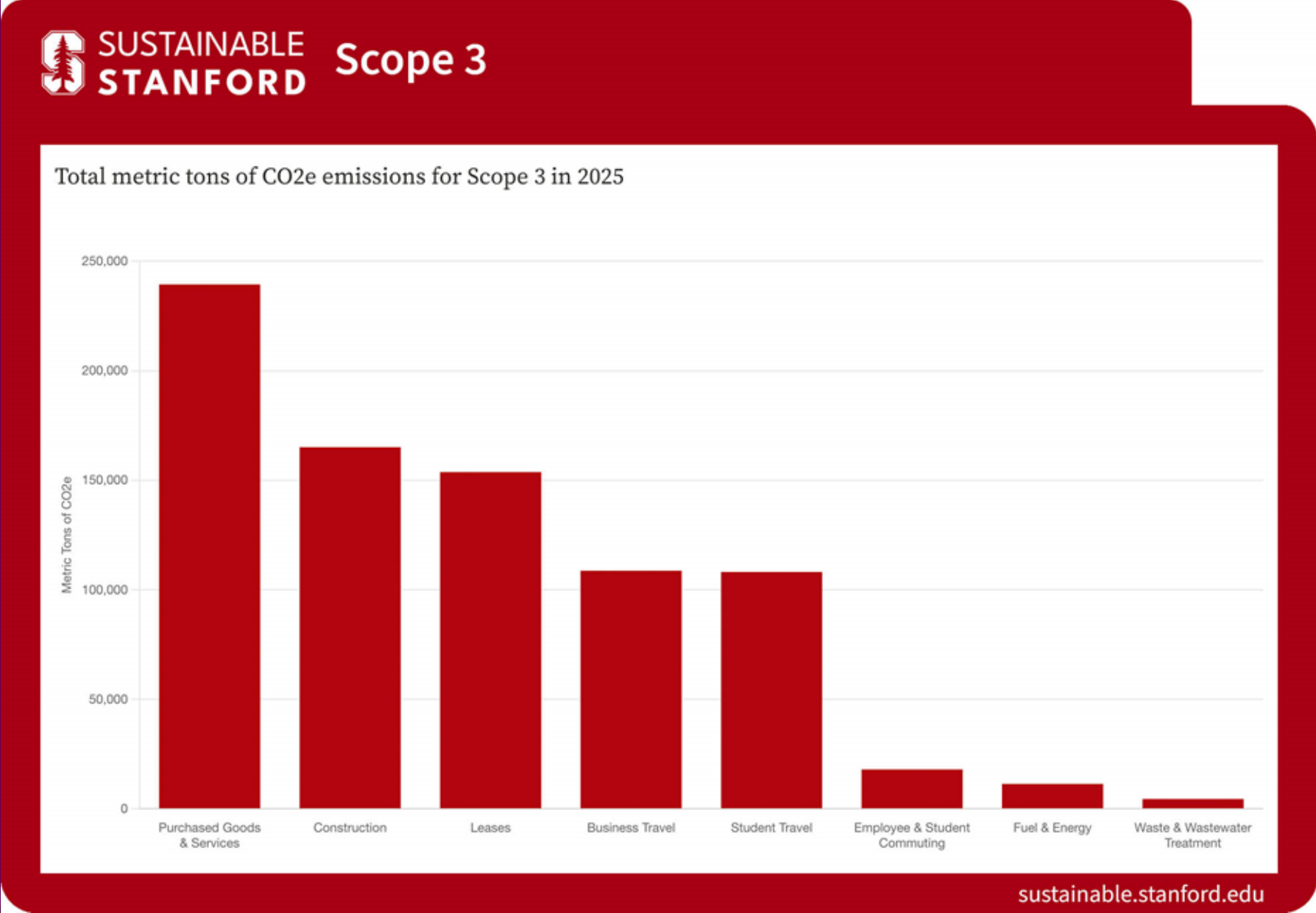
Responsible purchasing is considering a range of options when purchasing goods and services, actively including positive environmental and community impact in the **total value** of the purchase.

Responsible purchasing supports:

- **Sustainability:** Helps Stanford achieve its goal of net zero greenhouse gas emissions by 2050.
- **Supplier inclusion:** Strengthens competitive sourcing and supply chain resilience.
- **Spend Management:** Promotes financial stewardship.



# CY2025 Scope 3 Emissions



# Stanford's Supplier-Centric Approach

## To address Purchased Goods and Services emissions, we:

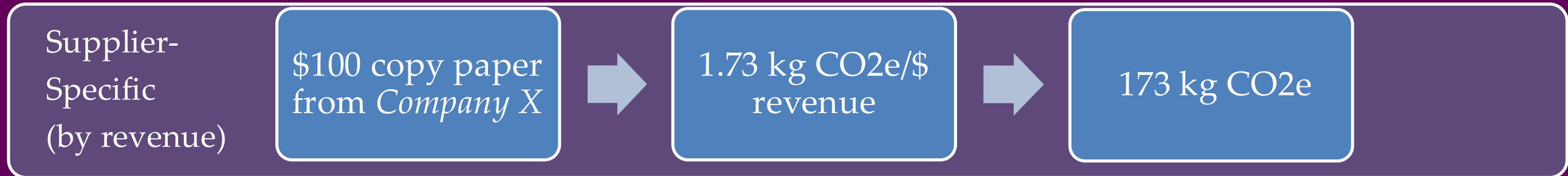
- Collect data from major vendors to inform PGS inventory & reduction opportunities
- Leverage what's already being done in industry, especially demonstrated climate progress today
- Learn directly from suppliers where the best opportunities are and facilitate them
- Establish systems that make responsible purchasing easy



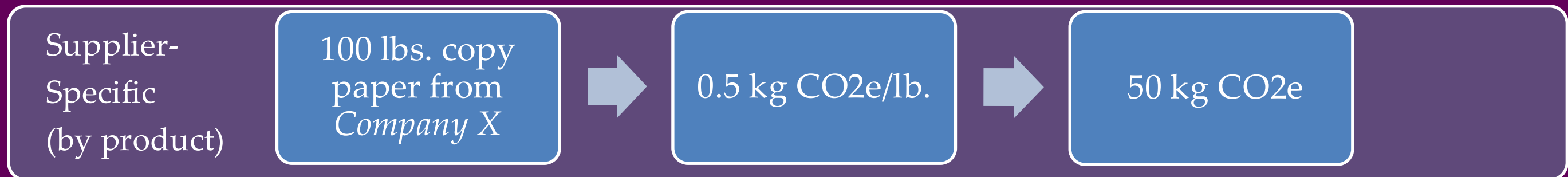
# Supplier-Specific Emissions Factors

Stanford leverages vendor relationships and publicly reported data to develop and utilize supplier-specific emissions factors for ~50 major vendors, making our inventory more accurate and mitigations easier to measure.

*Derived by dividing total company footprint by revenue*

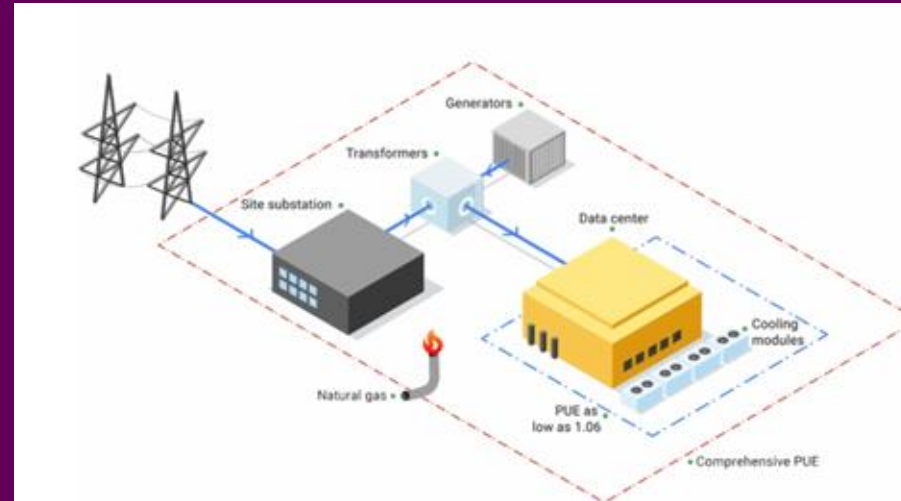


*As reported by company through life cycle assessment*



# Google Cloud Partnership Example

- Existing custom carbon dashboards
- Opportunity to pilot new carbon accounting methodology
- Ability to set lower carbon default geographies
- Partner network for customers to leverage sustainability opportunities



Google Data Center PUE measurement boundaries. In 2024, the average annual power usage effectiveness for our global fleet of data centers was 1.09.

## Google's comprehensive approach to measuring Power Usage Effectiveness (PUE)

Our calculations are based on continuously measuring the entire worldwide fleet performance of our data centers throughout the year. We report a comprehensive trailing twelve-month (TTM) PUE of 1.09 across all our large-scale data centers (once they reach stable operations), in all seasons, including all sources of overhead.

When compared with the industry average of 1.56, our data centers used about 84% less overhead energy for every unit of IT equipment energy. By going beyond the Green Grid's PUE measurement standards, our fleet-wide PUE has dropped significantly since we first started reporting our numbers in 2008. See how our performance below continues to set the industry benchmark for PUE efficiency.



# Purchaser-Facing Mitigation Strategies

# Sustainability Language in RFPs

- **Greenhouse gas emissions reductions to date:** by what percentage have suppliers already reduced scope 1, 2 and 3 emissions
- **Climate Targets:** does the supplier have an emissions reduction goal?
- **Circular Economy Principles** such as utilizing recycled content, designing out waste in the manufacturing process, design for disassembly, etc.
- **Supply Chain Sustainability:** does the supplier influence or require sustainable practices in their supply chain?
- **Sustainable Packaging:** does the supplier have innovative packaging solutions?
- **Sustainable Shipping:** is it a local supplier, or does the supplier have nearby warehouses?
- **Environmental Product Declarations:** does the supplier provide carbon metrics for its products?



## Did you know?

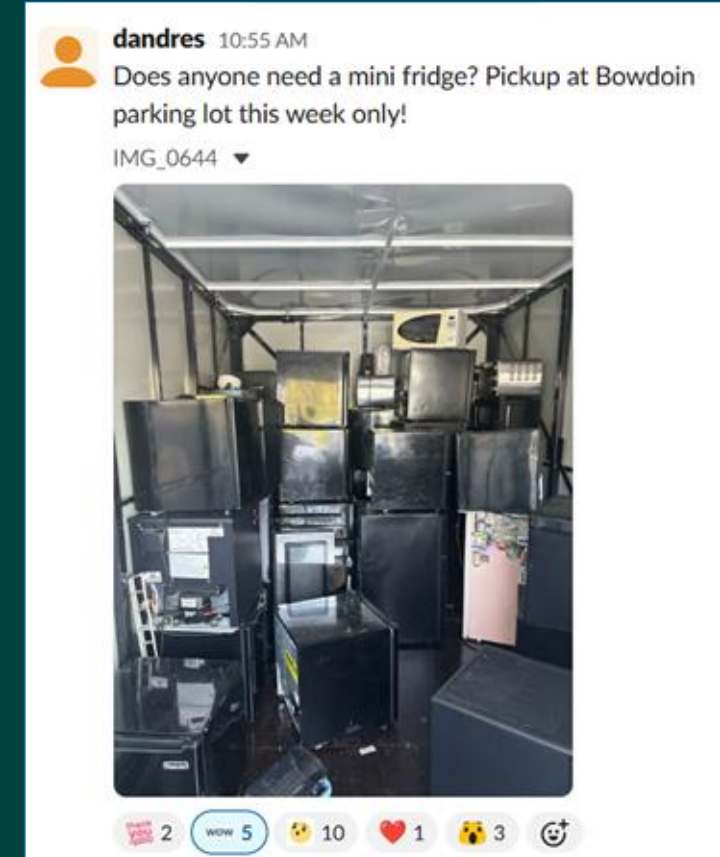
Competitive sourcing can save **5-20%** and studies show that suppliers sharpen their first bids—before negotiation even happens!

# Reuse Slack Channel

The **#stanford-property-reuse** Slack channel was launched in April 2025 to request and/or post Stanford-owned items available for free reuse, campus-wide including lab supplies, office supplies, and furniture.

## By the numbers:

- 1,859 members
- 450 active posters
- 3,321 items posted (and mostly claimed), many with multiple items



#stanford-property-reuse on Slack

Hello, I'm looking to see if anyone has some computer speakers they are no longer using. I wanted to check before purchasing some.

# Supplier Explorer Tool

Stanford launched the Supplier Explorer tool in Fall 2025 to make it easier for purchasers to find small, local, and sustainable suppliers.

The screenshot shows the 'EXPLORER' interface with search filters and a list of suppliers. The 'ENV-RATED (ER)' filter is active. Suppliers listed include AHEAD, INC., TMG, INC., EXLSERVICE HOLDINGS, INC., and QUEST SOFTWARE. The 'ER' tag is highlighted in orange for AHEAD, INC. and QUEST SOFTWARE. The 'SBE' tag is highlighted in orange for TMG, INC.

The screenshot displays two data sections: 'Emissions' and 'Carbon Intensity - Year 2023'. The 'Emissions' table shows data for 2023, with a trend indicator for 2022 and 2023. The 'Carbon Intensity' section shows values for Scope 1 and 2, and Scope 1, 2, and 3 upstream.

CDP 2024 Public Response Data	
Gross Global Emissions (mt CO2e)	2023
Scope 1	4,935
Scope 2	
Scope 3	397,088
Total Gross Global Emissions (mt CO2e)	433,101

Carbon Intensity (kg CO2e per USD) (Based on Scope 1 and 2)	0.00854
Carbon Intensity (kg CO2e per USD) (Based on Scope 1, 2 and 3 upstream)	0.19064

# Web Resource: Cost Savings for Common Purchases




This page can help departments:

- Review responsible purchasing best practices before making any purchase
- Quickly identify cost-saving strategies for commonly purchased goods and services that also support responsible purchasing

“This page reminded me of lots of purchasing best practices—and I learned some new things too!”

Purchasing Need: Ordered by Purchase Frequency (Most to Least)	Cost-saving opportunities
<a href="#">Lab, Life Science, Research, or Medical Supplies</a>	<ul style="list-style-type: none"><li>• Before purchasing new, check <a href="#">#Stanford-property-reuse</a> Slack channel, <a href="#">Reuse website</a>, or consider lab equipment refurbishments (<a href="#">see example here</a>).</li><li>• Set up internal reuse shelves for sharing across labs.</li><li>• Prioritize reusable options such as reusable pipette tip boxes, refillable rack, refill wafers.</li><li>• For lab equipment, such as ultra-low temperature freezers, choose energy efficient models and apply for Stanford <a href="#">rebates</a> up to \$15K.</li><li>• Refer to <a href="#">Sustainable Stanford's Waste Reduction for Labs</a> resource, which includes a Waste Audit Toolkit for identifying opportunities for reduced purchase and waste.</li><li>• Check inventory before purchasing to right-size orders; avoid bulk purchasing unless all items are likely to be used.</li><li>• Reduce shipping costs by purchasing at the Fisher Store located in the Lorry Lokey Chemistry Building on campus.</li></ul>
<a href="#">Chemicals</a>	<ul style="list-style-type: none"><li>• Check <a href="#">Stanford's Surplus Chemical Inventory</a>.</li><li>• Use ChemTracker, the university's chemical inventory management database <a href="#">share chemicals between labs</a>.</li><li>• Use <a href="#">the DOZN tool</a> to replace high emissions or unsafe chemicals with less expensive, lower carbon substitutes.</li></ul>

 [Check it out](#)  
[Cost savings resource on Fingate](#)

05

# Panel Discussion

06

# Takeaways and Resources

# Your Toolkit: Resources Available for Download

## NAICS Code Mapper

Aids to mapping spending categories to NAICS codes

## Emission Factors by NAICS

EEIO emission factors for spend-based calculations

## NAICS Code Mapper with Emissions Calculator

Excel tool to estimate PGS emissions from spending data. Includes NAICS Code Mapper

## Prioritization Rubric

Multi-factor scoring template

## Framework Roadmap Guide

Step-by-step implementation guide

## [Ivy+ Whitepaper](#)

Research on high-impact categories



Scan to download  
all resources

All tools available at: [PGS Emissions Resources](#) | Use QR code or visit link to download

# Thank You!

**Kevin Laycock**  
Brailsford & Dunlavey

**Agnes Martelet**  
Associate Director of Sustainability, University of California Office of the President

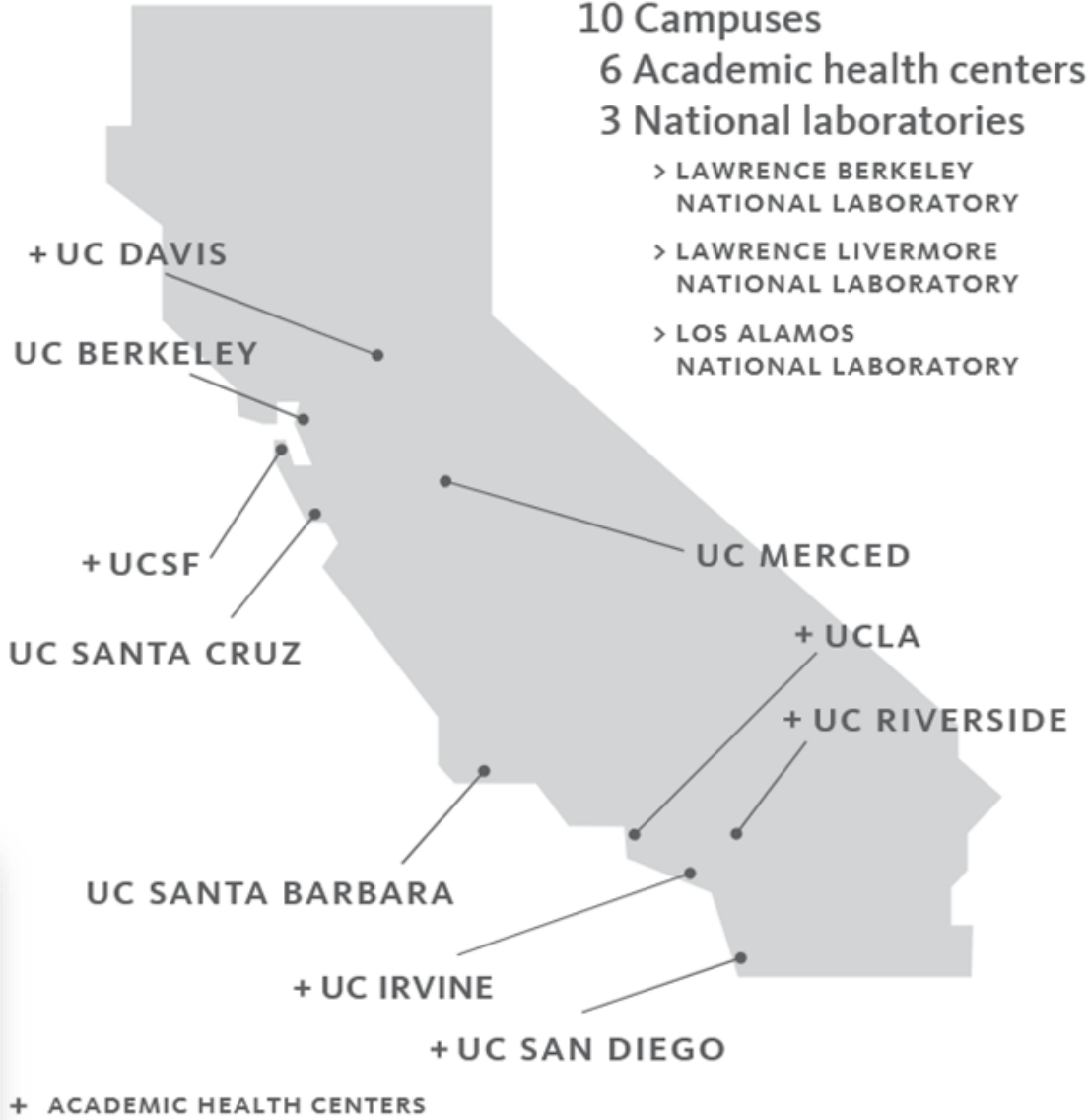
**Marilyn Ostergren**  
Energy and Sustainability Specialist, University of Washington Sustainability



# 07

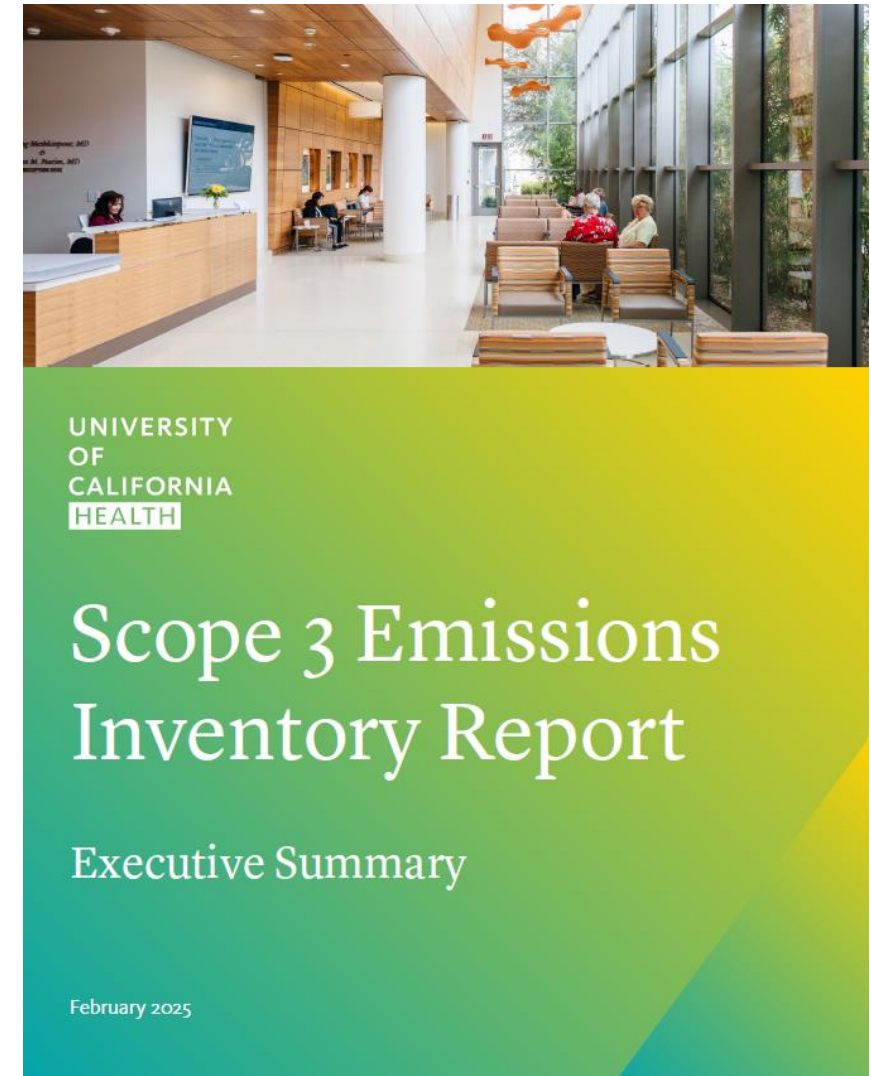
## Appendix

# About UC Health and the Healthcare Supply Chain Challenge



# Background: UC Health Scope 3 Greenhouse Gas Inventory

- UC Health signed the White House/HHS Health Sector Climate Pledge in May 2022
- Completed a Scope 3 Inventory in 2024.
  - **5 UC Health Systems analyzed:** UC Davis, UC Irvine, UCLA, UC San Diego, UC San Francisco
  - **Categories included in the analysis:** (1) Purchased Goods and Services, (2) Capital Goods, (3) Fuel and Energy Related Activities, (4) Upstream Transportation and Distribution, (5) Waste Generated in Operations, (6) Business Travel, (7) Employee Commutes
  - **Methodology:** Spend-based analysis using the Engie/Health Care Without Harm tool





# From Inventory to Action: Supply Chain Greenhouse Gas Emissions Reduction Project

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## Goals:

- Address the largest sources of Scope 3 GHG emissions from the baseline inventory
- Provide more in-depth analysis of GHG emissions from our supply chain – **go from spend-based to product- and supplier-based analysis for opportunities identified**
- Serve as a test of opportunities for supply chain GHG emissions reductions across UC
- Systemwide supplier engagement on sustainability and climate action
- Amplify existing opportunities rather than create new work

# From Inventory to Action: Supply Chain Greenhouse Gas Emissions Reduction Project

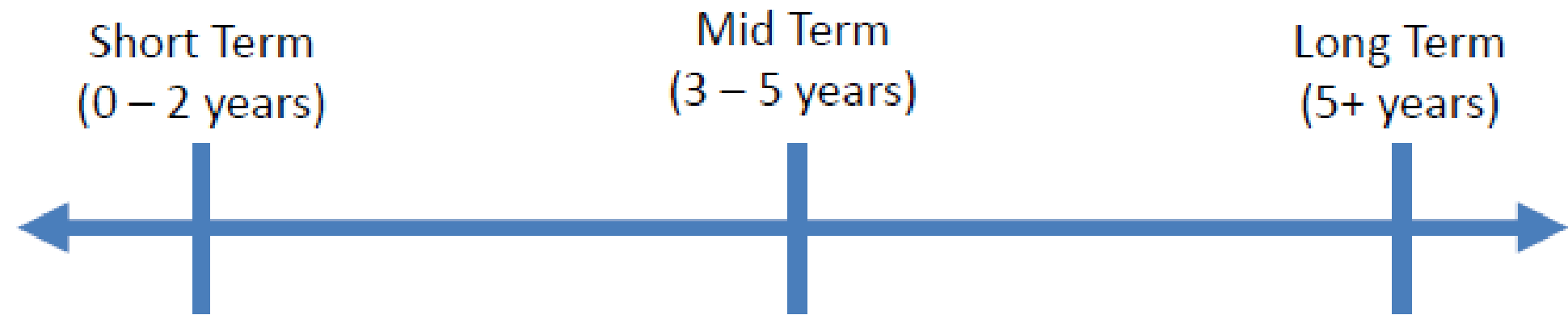


- Project Funding: UC Global Climate Leadership Council
- Project Start: March 2025
- Stakeholder engagement:
  - UC Health location sustainability, procurement and pharmacy teams
  - 12 Clinicians across different UC Health sites and departments
  - 3 Primary Suppliers – Medline, Medtronic, Cencora (including a Cencora site visit)
  - 2 Partnerships (CHARME, Healthcare Climate Council)

# Identified Draft Initiatives

- Waste Reduction & Circularity
- Dist. & Logistics
- Product & Packaging Efficiency

- Initiative identification was an iterative process
- Many meetings to refine initiatives and associated emissions



- Launderable Glide Sheets (UCLA)
- Reusable Isolation Gowns (UCSF/UCLA)
- Preference Cards (UCI)
- KodiaKooler (UCSF/UCD)
- Reprocessing Expansion (Medline)
- EV Delivery (Cencora)
- Delivery Consolidation (Medline)
- Inhaler Waste Reduction (UCD)
- Blue Wrap pilot (UCSF)
- Used Product Takeback Program (Cencora)
- Packaging Optimization (Medtronic)

# Roadmap

- 20-page document designed for ease of use
- Focus is on initiatives, not calculations
- Companion document with calculation methodology
- This is just a starting point and we are expecting many more changes

## Short-Term Initiatives: Waste Reduction & Circularity

### Launderable Glide Sheets

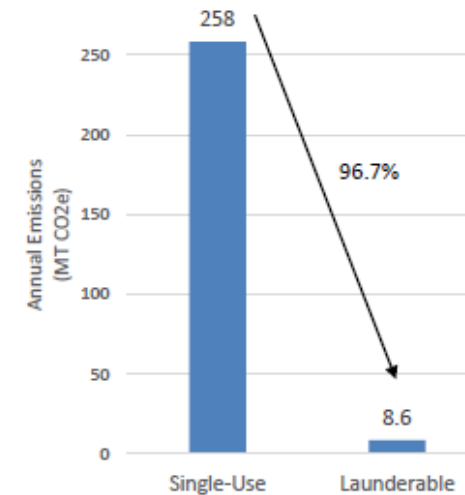
**Problem:** Single-use glide sheets contribute to significant textile waste and recurring procurement costs.

**Description:** Replaces single-use disposable glide sheets with launderable, reusable textiles.

**Current Status:** Implemented at UCLA with potential expansion across inpatient and long-term care units.

	Single-Use	Launderable
Annual sheets needed across all UC Health sites	124,000	3,710
Emissions per Sheet (kg CO <sub>2</sub> e)	2.09	2.31

*Potential Annual Emissions of All Glide Sheets*



**Potential Annual Emission Savings: 249 MT CO<sub>2</sub>e**  
The savings come from replacing tens of thousands of disposable sheets with a much smaller, reusable inventory<sup>3</sup> that circulates through multiple wash cycles. As capture rates improve and reuse cycles extend over time, the total emissions avoided by transitioning to launderable sheets are expected to grow even further.

**Potential Annual Cost Savings: \$8,017,058**

**Co-Benefits:** Improved patient handling comfort, waste diversion.

**Success Stories:** Since switching during FY25, UCLA has had total savings of \$1,207,934 and laundered savings of \$512,676.

#### Next Steps:

1. UCLA continues pilot to validate emissions savings, cost impacts, and workflow feasibility across nursing and EVS teams.
2. UCOP assesses scalability by evaluating laundry capacity, linen logistics, and reuse/loss rates at other UC Health facilities.
3. UCOP refines training, collection, and tracking processes based on pilot insights to support systemwide adoption.



# Potential Impact Across UC Health at a Glance

- Importance of addressing cost savings and other benefits beyond GHG emissions
- Method used for emissions estimates: simplified LCA using industry-avg factors

Timeline	Initiative	Annual Emission Savings (MT CO <sub>2</sub> e)	Annual Cost Savings (USD \$)
Short	Launderable Glide Sheets	249	8,017,058
Short	Reusable Isolation Gowns	5,336	8,051,947
Short	Preference Cards	1,000	2,961,310
Short	KodiaKooler	382.73	3,387,500
Mid	Reprocessing Expansion	709.35	4,511,333
Mid	EV Delivery	175.13	0
Mid	Delivery Consolidation	21.22	0
Long	Inhaler Waste Reduction	43.98	184,182
Long	Blue Wrap Pilot	12.21	0
Long	Used Product Takeback Program	0.46	3,015
Long	Packaging Optimization	2.49	0

*All metrics are assuming implementation across all UC Health sites with data gathered in FY25.*

# Lessons Learned and What is to Come

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- GHG data collection and analysis
  - Find your clinician and procurement advocates
  - Operational siloes
  - Suppliers have been open / enthusiastic to work with us
  - Supplier timelines
  - Student engagement in climate action projects
  - Next Phase:
    - Supplier-level emissions
    - Development of a Clinician Working Group
- 

